



COLLECTIVE ACTION WITH COMMUNITIES

COLLECTIVE ACTION FOR COMMUNITIES

Continuous Engagement



Transforming
Healthcare
Outcomes,
Everyday



COLLABORATIVE
AOTEAROA

Sources include Tamarack Institute and Collective Impact Forum

SECTION ONE

IDENTIFYING YOUR STAKEHOLDERS

1. What are the characteristics of your target population/communities
2. Who are your key stakeholder groups?
3. What levels of influence do these groups have?

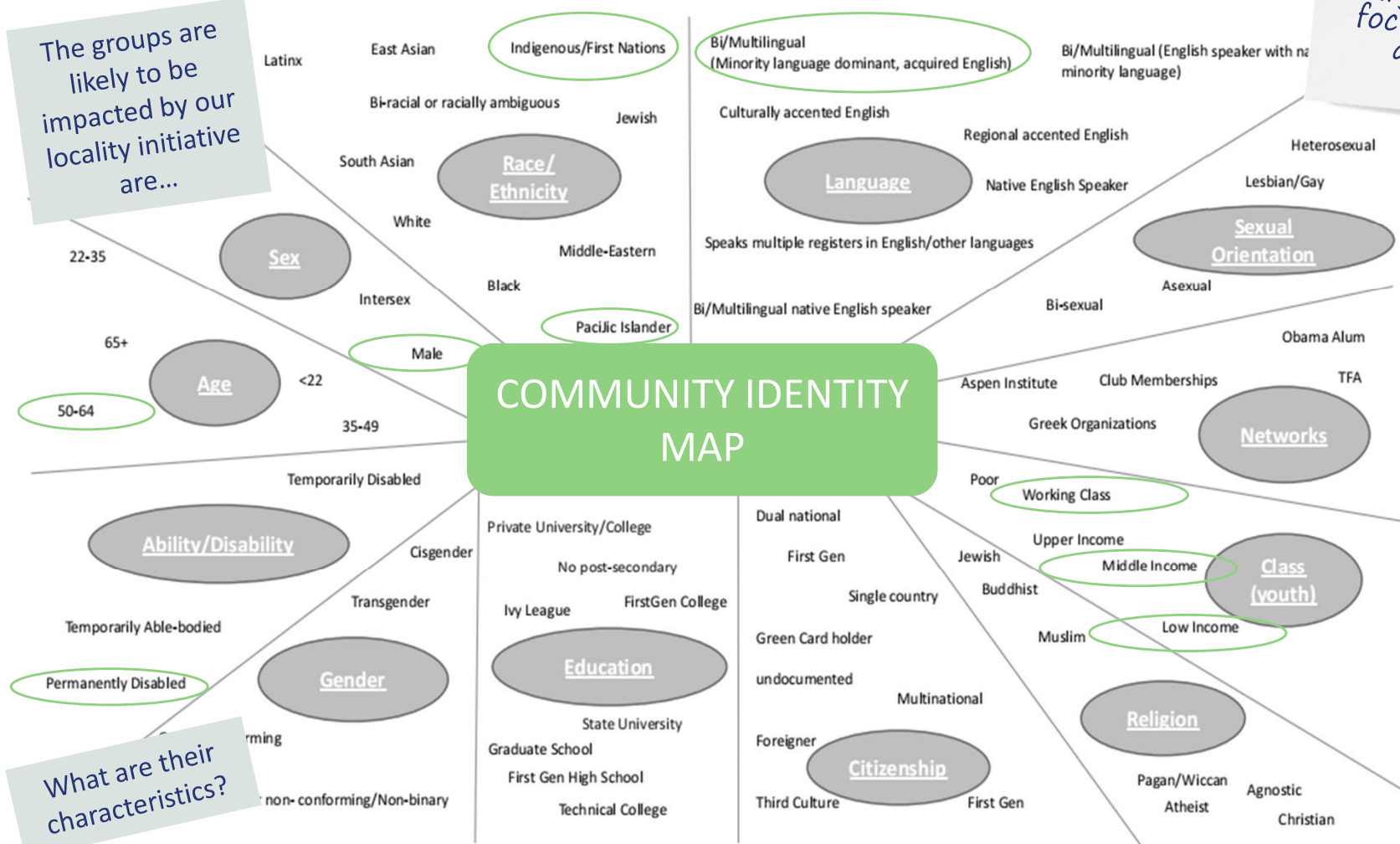
Defining your target population

Which groups within your locality network will be impacted by your initiative?

Once you are clear on your common agenda and vision, and have prioritised what your initiative will focus on, pulling together shared data on relating to this, will help to identify target population. Tools like this actor map can help with this.

Linking a tool like this identify map may be a useful way to think about the various identities within your community, to conceptualise the target population to focus on (backed by data findings).

The groups are likely to be impacted by our locality initiative are...



What are their characteristics?



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Identifying your stakeholder groups

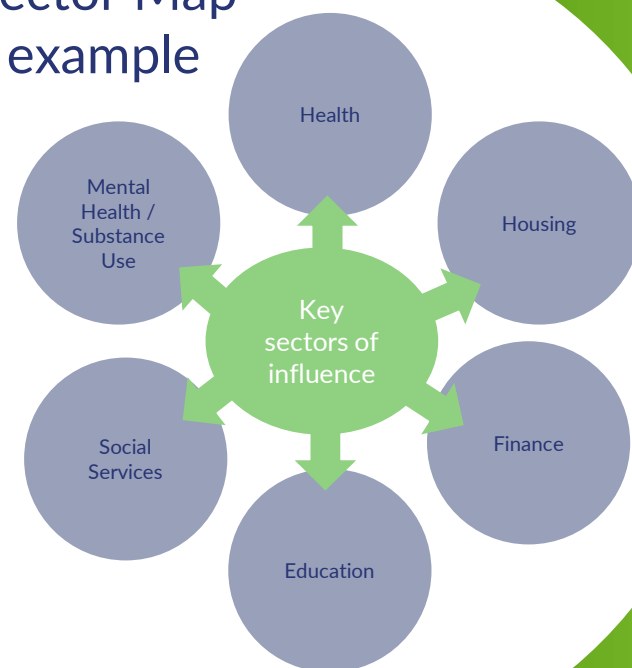
Aggregate data sources and undertake an asset scan to inform which sectors are involved or impacted, and their level of engagement and readiness.

Come up with a snapshot profile of your community showing where its currently at as a high level baseline, to help identify the opportunities and across sector actors involved.

Community Profile Snapshot example

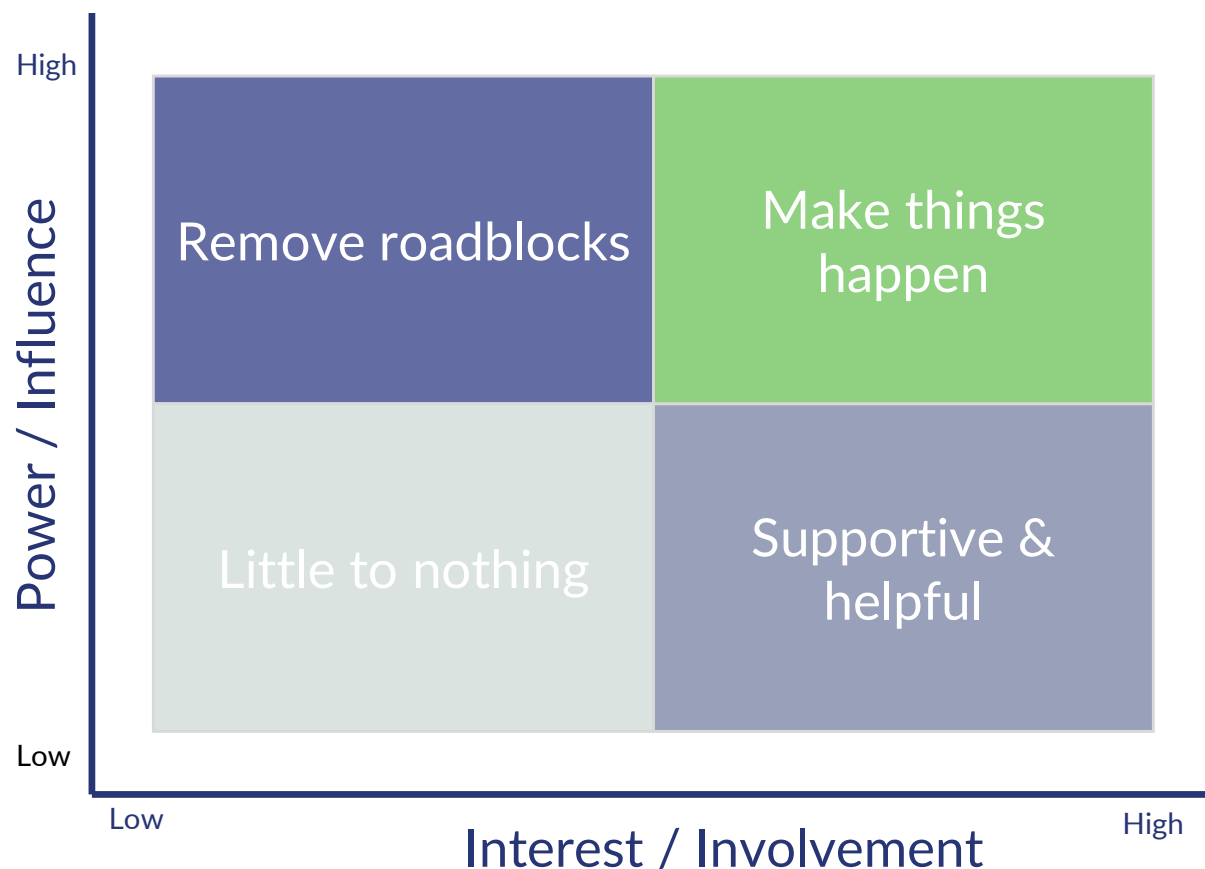
Demographic Snapshot	Economic Snapshot	Health Snapshot
<ul style="list-style-type: none">• Target neighbourhoods consisting of x residents• x% of population identify as Maori or Pasifika• X% are between 18-44 years of age	<ul style="list-style-type: none">• Median household income is \$x• x% of population live in poverty• X% of the population living in poverty are under x years of age	<ul style="list-style-type: none">• Approximately x% of children and x% of adults are uninsured• x% of residents reported using ED as their primary source of health care• Leading causes of death are heart disease/hypertension, diabetes, homicide, and HIV

Sector Map example



Levels of influence

Once you have identified your target population and stakeholder / sector groups, a useful exercise can do a stakeholder map like the example below, to identify their level of influence. This will help you formulate an appropriate level of engagement strategy for each.



SECTION TWO

HOW TO ENGAGE

1. How do I go about engaging with my core stakeholders?
2. What is your engagement trying to achieve?

Coming up with an engagement approach

Considerations when defining an engagement approach or strategy for your locality initiative:

1. **Choose** where on the engagement spectrum your initiative sits
 - i. Your approach will determine the outcome you are seeking from the engagement
2. **Clarify what you are undertaking to do** with community members
 - i. We undertake to...
 - ii. Your part in this is...
3. **Do what you say you are going to do**
 - i. To build relationships and trust, do what you say you are going to do...
 - ii. Understand the importance of “closing the loop” and sharing highlights from your engagement efforts and how their input has been used. This also helps to build trust

What is your engagement trying to achieve?

This engagement spectrum is a useful tool to help determine what you are trying to achieve and how to go about it, when engaging with your stakeholders / target population

INFORMING

- Providing balanced information
- “We will inform you”

SUPPORTING ACTIVITIES

- Fact sheets, newsletters, websites, open houses

CONSULTING

- Inviting feedback on solutions and decisions

SUPPORTING ACTIVITIES

- Surveys, focus groups, community meetings and forums

INVOLVING

- Ensuring feedback is directly reflected
- Engaging as partners

SUPPORTING ACTIVITIES

- Community organising, leadership, workshops partners

COLLABORATING

- Enabling
- Co-create and co-produce

SUPPORTING ACTIVITIES

- Advisory and governing boards, engaging and funding as partners

EMPOWERING

- Sole Decision-making authority
- Implement community's solution

SUPPORTING ACTIVITIES

- Support full governance, leadership and partnership solutions

Source: AIP2 International Association of Public Practitioners

SECTION THREE

KEEPING PEOPLE ENGAGED

1. How do I have the 'courageous conversations'?
2. How can I maintain interest and momentum with my stakeholders?

Opening up to courageous conversations

Some considerations to have those courageous conversations.

1. What do we mean by a courageous conversation?

- i. Honest and authentic discussions
- ii. Leading from the heart
- iii. Respectful but direct

2. When to engage in these

- i. Consider the audience ability to manage such openness – trust and whakawhanaungatanga must be present first

3. How to go about this

- i. Take the lead from your audience – listen and take it slow

Keeping the engagement momentum

The importance of continuous conversation.

Considerations

- i. Equity is at the forefront
- ii. Honour Te Tiriti o Waitangi
- iii. Respect individuality and differences
- iv. Sound planning and realistic timelines
- v. Value audience time
- vi. Whakawhanaunaungatanga – trust and relationships

Whakawhanaungatanga

Trust, Power & Engagement

Nurturing a Culture of Trust

Beyond individual behaviours, we are all responsible for nurturing a culture of trust. We do this by:

- Naming the elephants in the room
- Sharing responsibility for the future
- Expecting and valuing independent judgement
- Developing and sharing leadership capacity
- Fostering and institutionalizing reflection and continuous learning

Removing barriers to building trust



Trust, Power & Engagement

3 Trolls in Nurturing a Culture of Trust

- **Competition** – stakeholders in any collaboration are often in unspoken competition for resources, authority, recognition or power.
- **Control** – stakeholders try and maintain control through access, knowledge, participation. It requires us to acknowledge and speak to what's at stake.
- **Commitment** – there are different levels of investment and things at stake for those involved.

"We want to work differently together but (we continue to) use the same approaches that are designed to maintain the status quo, rather than designing our approach to enable experimentation and learning as we go."